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AIR FORCE SUSTAINMENT CENTER**

**AIR FORCE SUSTAINMENT CENTER
MANUAL 90-105**



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Special Management

**AFSC INTEGRATED DECISION-
MAKING FRAMEWORK (AFSC IDMF)**

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This manual implements AFRM 90-11, Air Force Strategy, Planning, and Programming Process. This publication provides detailed operating procedures for the Air Force Sustainment Center Integrated Decision-Making Framework (AFSC IDMF). The AFSC IDMF detailed within this manual provides structured guidance to allow agencies to support the Air Force Sustainment Center (AFSC) Strategic Plan. Duties and responsibilities of the chairs, members and secretariat are described within. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. Requests for waivers must be submitted to the OPR listed above, or as otherwise stipulated within this publication, for consideration and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

1. Overview.

1.1. The primary objective of the AFSC IDMF is to provide the capability to review AFSC issues at the appropriate level thereby maximizing the effectiveness of the AFSC's decision making. The goal is to focus on meeting the AFSC's strategic goals and objectives as outlined in the AFSC strategic plan. The AFSC IDMF consists of a decision-making structure utilizing strategic metrics to assess center performance. The AFSC IDMF was developed to facilitate the translation of strategic guidance and understanding to resource decision-making.

1.2. The IDMF structure facilitates transparent decision making, helps develop AFSC into a process based organization and ensures AFSC resources are used wisely. The structure is used to ensure decisions are made at the appropriate level and issues are elevated to a higher level forum only when required. The AFSC IDMF covers the Strategic Planning Process, Business Process Transformation Efforts, Resourcing, and Performance Management.

1.3. The AFSC IDMF provides a structured three tiered framework which requires membership at each level. All AFSC wings, direct reporting units (DRUs), and/or major staff offices will support the program. The framework is consistent with the AFMC Corporate Structure (CS) of the Group, Board, and Council. Within AFSC the three levels are represented by various execution groups (Supply Chain, Depot Maintenance, and Installation and Mission Support), an Integrated Execution Group, Integration Board and the AFSC Strategic Council. Each tiered level ensures business areas, organizations, and functionals are appropriately represented while preserving the Commander's Authorities at each level. The three tiered model takes a bottom-up approach regarding decision-making. All decision-making should occur at the lowest level and move upward through the structured levels as required. When an execution group is unable to make a decision or an issue affects more than one execution group then the issue is elevated to the Integration Board. When the Integration Board is unable to make a decision then the issue can be elevated further to the AFSC Strategic Council for a final decision. Additionally, issues that require a single AFSC response/position to non AFSC stakeholders to include HQ AFMC will be vetted through the Strategic Council.

2. Rules of Engagement.

2.1. The following rules of engagement are established to ensure decisions are made using a disciplined approach and to help guard against unnecessary bureaucracy.

2.1.1. All AFSC IDMF forums must ensure supporting and dissenting opinions for decisions are captured and documented. When elevating issues to a higher level forum, all opinions must be presented to allow leaders at the next level to make informed decisions.

2.1.2. Members represent their particular functional areas, but are also required to use Center-wide vs functional perspectives to make optimal enterprise decisions.

2.1.3. Full participation is expected of all AFSC Group, Board, and Council members.

2.1.4. Every level of the AFSC IDMF shall be decision-oriented.

2.1.5. Decision-making shall support requirements alignment to AFSC, AFMC, and Air Force priorities.

2.1.6. Briefings presented to any AFSC IDMF forum shall contain sufficient content to allow forum members to reach a decision.

2.1.7. Read-a-heads must be made available in preparation for each scheduled meeting forum at all AFSC IDMF levels.

2.2. The discussions and outcomes must be transparent at all levels.

2.2.1. The documentation and publication of meeting minutes, recorded discussions, decisions, action items, and briefing material must be completed on conclusion of meetings at all levels.

2.2.2. All information presented to an AFSC IDMF forum must be posted to the designated AFSC Logistics Directorate (LG) SharePoint site. This includes agendas, briefings, forum minutes, and action items. This will allow other forums to leverage information in the decision-making processes.

3. Responsibilities.

3.1. Chair/Co-Chairs will:

3.1.1. Set strategic direction of forum, decision topics, meeting cadence, and expected outcomes.

3.1.2. Ensure all members' views are considered and appropriately addressed.

3.1.3. Ensure priority of topics to contribute to the AFSC Strategic objectives.

3.1.4. Ensure topics are appropriately vetted through lower level forums.

3.2. Members will:

3.2.1. Represent local organization, while maintaining an AFSC enterprise perspective in business area deliberations and forum decision-making.

3.2.2. Inform next higher level organizational leadership on business area discussions and decisions.

3.3. Secretariat will:

3.3.1. Coordinate outcome-oriented agenda topics for forum chair/co-chair determination.

3.3.2. Arrange appropriate meeting venue for all members to participate.

3.3.3. Ensure topic briefings adhere to prescribed briefing formats and content.

3.3.4. Collect, coordinate, and publish minutes documenting discussions, decisions, and action items.

3.3.5. Strictly enforce adherence to preparation timelines or delete topic from the agenda.

4. Purpose of AFSC IDMF.

4.1. The AFSC IDMF is designed to streamline the AFSC decision-making process and to support the Strategic Planning Process, Resource Execution and Management, Process Execution and Management, and Sustainment Performance Management processes. The IDMF provides a process and structure for enterprise vetting of cross-cutting issues. The IDMF ensures decisions on cross-cutting issues are made at the appropriate level and that AFSC leaders have sufficient information from multiple perspectives upon which to base those decisions. Appropriate topics are vetted through the following levels:

4.1.1. Strategic Level (Center): Assess progress toward center-level strategy, resource execution, process integration, etc. At this level, the focus will be on aligning performance and outcomes with strategic initiatives, metrics, and targets.

4.1.2. Integration Level (LG/Complex/Wing/Functional): Assess progress toward center-level strategy, resource execution, process integration, etc. Requirements, resource allocation, and decision recommendation processes are integrated for preparation to strategic (center-level) decisions.

4.1.3. Execution Level (Complex/Wing/Group/Division): Business Area (Supply Chain, Depot Maintenance, Installation and Mission Support) progress toward strategy, resource execution, process integration; strategic initiative execution. Requirements, resource allocation, and decision recommendation processes begin here.

4.2. The AFSC IDMF is used to vet all Strategic Plan Objectives through the respective Execution Group, Integration Board, and Strategic Council. Most topics vetted through the IDMF for decision will be initiated in the appropriate execution group forum before advancing to the next higher forum. Topics may enter at the higher level forums on an as required basis.

4.2.1. Gain approval of objective approach, schedule and metric outline through AFSC Strategic Council.

4.2.1.1. Regular Strategic Plan and performance management program.

4.2.1.2. Annual review and validation of plan.

4.3. Each AFSC IDMF level has an approved charter presented in attachments 2 – 7 of this publication. Forum Objectives, Chair-persons, Members, Alternate Members, Cadence, Topics, and Secretariat are described in the respective charter.

4.4. The tiered image of the AFSC IDMF is presented in Figure 1. Each organization within AFSC has an opportunity to present issues to the Group/Board/Council for consideration.

4.5. All organizations within AFSC groups, wings, complexes, and staff agencies may make inputs to the IDMF.

5. AFSC IDMF Communication and Cadence.

5.1. The AFSC IDMF SharePoint Site is located within the Logistics Directorate (LG), under the Sustainment Performance Management Division (LGS), and on the favorites bar called AFSC Integrated Decision-Making Framework (AFSC IDMF). The current link is as follows: <https://org4.eis.afmc.af.mil/sites/1533/lgs/default.aspx>.

5.1.1. Each respective Group/Board/Council Secretariat develops and posts a member list on the site and includes e-mail addresses and contact information.

5.1.2. The Secretariat, with chair/co-chair and member concurrence, will develop and post the following information to their respective board sites: applicable business rules, topic requests, briefing templates, and other administrative tools.

5.2. Each Group/Board/Council will adhere to the specific timelines below:

5.2.1. Briefing topics and charts due to Secretariat COB five working days prior to Group/Board/Council convening.

5.2.2. Secretariats will email meeting agenda to chairs/co-chairs/members/alternate members and post the meeting agenda on the SharePoint site NLT 1200 CST two working days prior to board convening.

5.2.3. Briefing topic read-a-heads submitted to Group/Board/Council chairs/co-chairs, members, alternate members by 1200 CST one working day prior to a Group/Board/Council convening.

5.2.4. Minutes provided to members by COB three working days following Group/Board/Council.

5.3. AFSC IDMF meeting cadence is as follows: AFSC Execution Groups and AFSC Integration Board will meet monthly; AFSC Strategic Council will meet as required.

6. AFSC IDMF Decision Authority Structure.

6.1. Through the AFSC IDMF Decision Authority Structure, strategic metrics will be used to monitor progress towards meeting AFSC's enduring Goals and Objectives. This hierarchical structure includes four AFSC Execution Groups; AFSC Integration Board; and AFSC Strategic Council. All forum members, as defined in the forum charters are equal partners in the forum decision-making process. AFSC will measure and track progress through updates to the three tiered structure (Group, Board, Council) using measurable components with actionable thresholds (metrics) to track accomplishments.

6.2. While not solely restrictive and not considered all inclusive; the below break-out identifies the issues and the typical decision authority topics for each respective level in the AFSC IDMF Decision Authority Structure.

6.3. The AFSC Strategic Council is the senior decision-making body in the AFSC IDMF. The AFSC Strategic Council retains final decision authority for all non-agreed-to resolutions previously vetted at the Board and Group levels. AFSC Strategic Council Charter is shown at attachment 2.

6.4. The AFSC Integration Board exists to handle topics relative to integration. The AFSC Integration Board provides the proposed way ahead for integration board agreed-to resolutions in addition to non-agreed issues being escalated to the AFSC Strategic Council. AFSC Integration Board Charter is shown at attachment 3.

6.5. At the Execution Level four groups exist: AFSC Worldwide Supply Chain Management, AFSC Depot Maintenance, AFSC Installation and Mission Support and the AFSC Integrated Execution Group. At the execution Group level, Center level-issues are assigned and vetted through the appropriate execution group. The execution level groups accept topics and input from various agencies within AFSC.

6.5.1. The AFSC Worldwide Supply Chain Management Execution Group (WWSCMEG) has decision authority on topics relative to supply chain management standardization and streamlining, operations summary processes, demand forecast accuracy processes, sourcing processes and workforce development and training processes. AFSC WWSCMEG Charter is shown at attachment 4.

6.5.2. The AFSC Depot Maintenance Execution Group (DMEG) has decision authority on topics relative to maintenance-related standard work, maintenance-related resource,

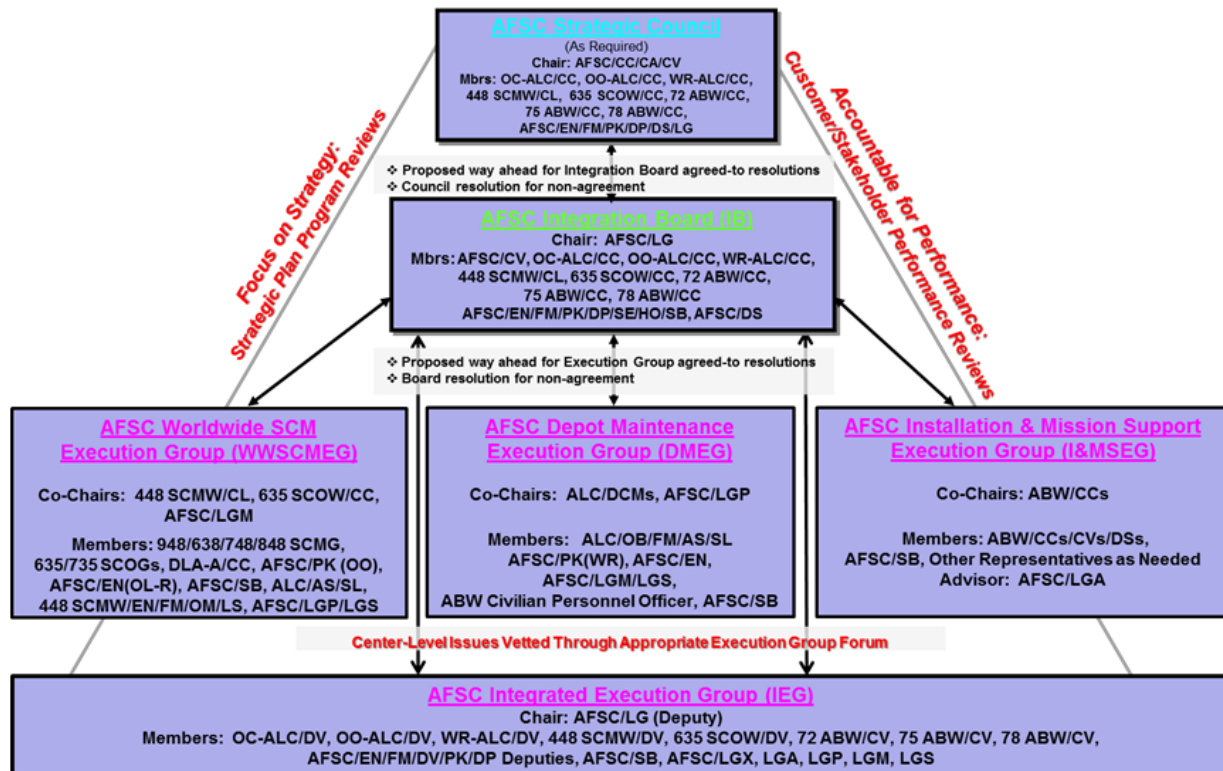
optimization, and workforce development and training. AFSC DMEG Charter is shown at attachment 5.

6.5.3. The AFSC Installation and Mission Support Execution Group (I&MSEG) has decision authority on topics relative to installation and mission support process standardization and streamlining and workforce development and training processes. AFSC I&MSEG Charter is shown at attachment 6.

6.5.4. The AFSC Integrated Execution Group (IEG) has decision authority for cross organizational and functional issues affecting multiple business areas. This group provides the proposed way ahead for the Execution Group agreed-to resolutions in addition to non-agreed issues being escalated to the AFSC Integration Board. AFSC IEG Charter is shown at attachment 7.

6.5.5. Topics vetted through business area execution groups (WWSCEG, DMEG, I&MSEG) are not required to be vetted through the AFSC Integrated Execution Group, unless otherwise determined by the forum Chairs/Co-Chairs/Members. 6.6. Figure 1 depicts the AFSC IDMF which portrays the relationships between the various levels of the framework.

Figure 1. AFSC Integrated Decision Making Framework.



LEE K. LEVY, Lieutenant General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFMAN 33-363, Management of Records, 1 March 2008

Adopted Forms

AF Form 847, Recommendation for Change of Publication

Attachment 2

AFSC STRATEGIC COUNCIL CHARTER

Figure A2.1. AFSC Strategic Council Charter.

Objective: Center-level forum to establish strategic priorities; determine strategic resource allocation to meet priorities; issue strategic guidance for integrated process execution; monitor progress toward strategic goals and objectives; address unresolved strategic issues from Integration Board.

Chair: AFSC/CC/CA/CV

Members: OC-ALC/CC, OO-ALC/CC, WR-ALC/CC, 448 SCMW/CL, 635 SCOW/CC, 72 ABW/CC, 75 ABW/CC, 78 ABW/CC, AFSC/EN/FM/PK/DP/DS/LG

Cadence: As required

Topics: Approval of Center-Level Strategy: goals, objectives, strategic initiatives, resourcing, etc.; approval of strategic efficiency objectives and resource execution plans; approval of integrated process guidance; approval of assessment of center-level performance to strategic metrics/targets; unresolved board issues and disconnects.

Secretariat: AFSC/LGS

Attachment 3

AFSC STRATEGIC COUNCIL CHARTER

Figure A3.1. AFSC Strategic Council Charter.

Objective: Inter-Wing/Complex/Functional-level forum to address multiple organizations' interests and synchronization issues; ensure integrated approaches to achieving strategic priorities; recommend strategic resource allocation to meet priorities; validate guidance for integrated process execution; monitor progress toward strategy goals and objectives; address unresolved integration issues from Execution Groups.

Chair: AFSC/LG

Members: AFSC/CV, OC-ALC/CC, OO-ALC/CC, WR-ALC/CC, 448 SCMW/CL, 635 SCOW/CC, 72 ABW/CC, 75 ABW/CC, 78 ABW/CC, AFSC/EN/FM/PK/DP/SE/HO/SB, AFSC/DS

Alternate Members: Organizational Deputies

Cadence: Monthly

Topics: Approval of integrated strategic initiatives; approval of recommended resource plans to meet efficiency objectives; approval of proposed integrated process guidance; assessment of center-level performance to strategic metrics/targets; unresolved issues and process disconnects.

Secretariat: AFSC/LGS

Attachment 4**AFSC WORLDWIDE SUPPLY CHAIN MANAGEMENT EXECUTION GROUP
CHARTER****Figure A4.1. AFSC Worldwide Supply Chain Management Execution Group Charter.**

Objective: Intra-Business Area forum to fully vet approaches for Worldwide Supply Chain Management (WWSCM): achieving strategic priorities, resource allocation, process guidance, initiative progress toward strategy goals and objectives. Address unresolved WWSCM sub-team integration issues.

Co-Chairs: 448 SCMW/CL, 635 SCOW/CC, AFSC/LGM

Members: 948/638/748/848 SCMGs, 635/735 SCOGs, AFSC/PK (OO), AFSC/EN (OL-R), ALC/SL/AS Reps, 448 SCMW/EN/FM/OM/LS, AFSC/LGP/LGS, DLA-A/CC, AFSC/SB

Cadence: Monthly

Topics: Approval of WWSCM business area plans and approaches to achieve AFSC strategic priorities; meet efficiency objectives; execute standard process guidance; assess performance to strategic targets; resolve sub-team issues and disconnects.

Secretariat: AFSC/LGM

Attachment 5

AFSC DEPOT MAINTENANCE EXECUTION GROUP CHARTER

Figure A5.1. AFSC Depot Maintenance Execution Group Charter.

Objective: Intra-Business Area forum to fully vet approaches for Depot Maintenance: achieving strategic priorities, resource allocation, process guidance, initiative progress toward strategy goals and objectives. Address unresolved Depot Maintenance sub-team integration issues.

Co-Chairs: ALC/DCMs, AFSC/LGP

Members: ALC/OB/FM/AS/SL, AFSC/PK (WR), AFSC/EN, AFSC/LGM/LGS, ABW Civilian Personnel Officer, AFSC/SB

Cadence: Monthly

Topics: Approval of Depot Maintenance business area plans and approaches to achieve AFSC strategic priorities; meet efficiency objectives; execute standard process guidance; assess performance to strategic targets; resolve sub-team issues and disconnects.

Secretariat: AFSC/LGP

Attachment 6**AFSC INSTALLATION AND MISSION SUPPORT EXECUTION GROUP CHARTER****Figure A6.1. AFSC Installation and Mission Support Execution Group Charter.**

Objective: Intra-Business Area forum to fully vet approaches for Installation and Mission Support: achieving strategic priorities, resource allocation, process guidance, initiative progress toward strategy goals and objectives. Address unresolved Installation and Mission Support sub-team integration issues.

Co-Chairs: ABW/CCs

Members: ABW/CCs/CVs/DSs; other representatives as needed

Cadence: Monthly

Topics: Approval of Installation and Mission Support business area plans and approaches to achieve AFSC strategic priorities; meet efficiency objectives; execute standard process guidance; assess performance to strategic targets; resolve sub-team issues and disconnects.

Advisor: AFSC/LGA

Attachment 7

AFSC INTEGRATED EXECUTION GROUP CHARTER

Figure A7.1. AFSC Integrated Execution Group Charter.

Objective: Inter-Business Area/Functional-level forum to fully vet integrated approaches addressing multiple organizations' interests and synchronization issues for: achieving strategic priorities, resource allocation, process guidance, progress toward strategy goals and objectives. Address unresolved integration issues as required by Integration Board.

Chairs: AFSC/LG Deputy

Members: OC-ALC/DV, OO-ALC/DV, WR-ALC/DV, 448 SCMW/DV, 635 SCOW/DV, 72 ABW/CV, 75 ABW/CV, 78 ABW/CV, AFSC/EN/FM/DV/PK/DP Deputies, AFSC/SB, AFSC/LGX, LGA, LGP, LGM, LGS

Cadence: Monthly

Topics: Vetting and recommending approaches for improving integrated elements of strategic initiatives, resource execution plans, proposed process guidance, performance to strategic targets. Recommend integrated solutions to unresolved Execution Group issues.

Secretariat: AFSC/LGS